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OFFICE OF TRAININGDocument No. 0004 62NO CHANGE in Class. ☐**Mission and Function Statements**☐ DECLASSIFIED

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Date: 22 EA 78 By: 022**Office of the Director and Staff**

The Director of Training is responsible for the planning, formulation, and coordination of all CIA training programs and for the establishment of training courses and the operation of training facilities to meet Agency needs and requirements. He advises the Director and Deputy Director, CIA, on all matters pertaining to this mission.

Support Staff

This Staff, formed during the past year, provides administrative and training aids support for OTR. The responsibilities of the Chief, Support Staff, are carried out through the two branches described below.

Administrative Services Branch

The activities of this Branch are to:

- (a) Provide centrally or supervise on a decentralized basis, the administrative services of the Office of Training, including personnel, finance, transportation, and general office services.
- (b) Coordinate the Office of Training administrative activities with CIA administrative facilities.
- (c) Provide technical supervision for all Office of Training administrative personnel.
- (d) Advise and assist the Commanding Officers of field installations in the development of administrative procedures.
- (e) Conduct studies of the Office of Training activities, procedures, and facilities; prepare reports with recommendations and conduct liaison and negotiations as follow-ups to such studies.
- (f) Process training requests and advise the Training Liaison Officers as to the registration resulting from such requests.

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- (g) Maintain liaison with the Office of Technical Services for the implementation of certain technical training.
- (h) Maintain all student training records.
- (i) Arrange for the admission of CIA personnel to various courses of instruction conducted by other government agencies, as directed by the Director of Training.
- (j) Make periodic studies of overall long range requirements of the Office of Training for staff personnel, training areas, and support facilities.

Training Aids Branch

The activities of this Branch are to:

- (a) Consult with and advise staff personnel in implementing the training program with effective instructional materials and equipment.
- (b) Develop and conduct on a regular basis courses in instructional methods and techniques for personnel of the covert offices of the OTR.
- (c) Provide appropriate library services of intelligence interest for staff and student personnel.
- (d) Procure, assemble, design and construct audio-visual aids and equipment and provide related services required by the OTR training programs.
- (e) Acquire through OTR facilities and other sources, intelligence and informational materials and instructional aids required by the OTR training programs.
- (f) To provide a uniform processing and control service in the editing and publishing of all OTR materials.
- (g) To provide the script materials and produce motion pictures required by the OTR instructional programs, and, on request, to provide this service for the same or different purposes to other offices of the Agency.

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Office of Training (General)

The Office of Training (General) is responsible for all training courses and training programs, both within the Agency and at selected external facilities, except those for training personnel of the covert offices of the Agency in the principles and techniques of clandestine operations, as well as specialized training in the various fields of covert intelligence and clandestine warfare activities. The training courses and training programs of TR(G) include orientation and briefing, basic and advanced language training, area training, combined area and language training, training in technological, industrial and other substantive fields, executive and administrative training, management and supervisory training, clerical training, and training in reading improvement. With the exceptions noted, the training concept of TR(G) includes training for all categories of personnel within the Agency and for all activities within the Agency; it encompasses the use of all facilities internal or external at the capacity of personnel to serve the Agency.

Intelligence Training Division

The Intelligence Training Division plans, conducts, and supervises training programs designed to impart knowledge and skills and to provide training in the theory, principles, methods and techniques of national strategic intelligence at basic and intermediate levels for junior and senior professional personnel of the Agency. It is responsible for developing plans to conduct advanced level training for senior professional personnel. These programs are conducted to meet general requirements for professional training as well as specific requirements of individual Offices within the Agency. This division is responsible for the conduct of an unclassified training program for provisionally-cleared personnel (UTQ/A). It operates a Reading Improvement Laboratory for the purpose of increasing the reading speed and reading comprehension of Agency personnel.

Junior Officer Training Division

The Junior Officer Training Division participates in the selection and recruitment for and administers a long range program of training, placement and rotation of a select group of Agency personnel in the Junior Officer Training program. It administers and supervises a program for the placement of selected professional personnel without prior military service in the Armed Forces for intensive active-duty military training and subsequent return to the Agency. It administers a program for the participation of civilian Agency personnel in

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the training programs established and conducted by the Department of Defense.

Language Services Division

The Language Services Division plans, arranges for, conducts and supervises, as appropriate language instruction to meet the requirements of the Agency for language training. It conducts classes in several major languages and operates within the Agency an audio-visual language laboratory to provide drill and instruction for Agency personnel requiring basic or advanced language skills. It develops and provides training aids, materials and devices for these purposes and provides guidance to Agency personnel for maintaining or increasing previously acquired language skill. It develops external language training programs for Agency personnel at suitable governmental and non-governmental institutions. It maintains liaison with the operating Offices of the Agency.

Management Training Division

The Management Training Division plans, conducts, and supervises training programs designed to provide management training for executives, administrators, and supervisors and clerical training for fully-cleared and provisionally-cleared clerical personnel. It maintains continuous and effective working relations with the operating, administrative and service Offices of the Agency.

Orientation and Briefing Division

The Orientation and Briefing Division plans, prepares and presents briefings, lectures, indoctrination courses, and orientation programs dealing with national intelligence activities, the mission and functions of CIA and its place in the national intelligence community, and the functions of the organizational components of CIA. It makes presentations not only to entrance-on-duty and on-duty personnel in CIA, but also to selected governmental officials, foreign officials and private citizens when such presentations are adjudged to be in the national interest. It arranges for and administers a program for the briefing of armed forces attaches by CIA.

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Programs Division

The Programs Division plans, arranges for and conducts, as appropriate, programs to provide intensive training in area or area combined with language, and training in technological, industrial or other substantive fields as may be necessary to meet specialized professional training requirements of the Agency. These programs may utilize Agency training facilities, or those of other government agencies or private institutions, U.S. or foreign.

Plans and Policy Staff

The Plans and Policy Staff ascertains the long-range training requirements of the Agency, (except those for training in the principles and techniques of covert operations,) and develops training policies, plans, standards and programs to meet these requirements. It prepares and recommends solutions to both planning and operational problems of the Director of Training and Deputy Director of Training(General). It sits as a member of the Director of Training's Policy Board and provides the Secretariat for the Board. It develops organizational plans for the Office of Training(General) and makes recommendations regarding modifications of the mission and functions of the various components of OTR(G). It conducts and maintains continuing liaison with the operating divisions of the Office of Training(General). It functions as the coordinating center of OTR(G) in liaison with the operating Offices of the Agency. It maintains liaison with other Governmental and non-Governmental institutions of potential support to Agency training programs.

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Office of Training (Special)

The growth and development of the Office of Training (Special) has been directly influenced by the progressive development of the covert offices, their increased operational commitments, and their immediate and future plans.

It is axiomatic that training is a prerequisite for covert office personnel who have had no clandestine operational experience. In order that effective training may be provided to meet this requirement, a great many factors have received consideration. The present training organization has been developed following a careful analysis of past problems and with full consideration for the many complicating factors affecting its future mission. In addition to providing training for the new and inexperienced employees of the covert offices, this office has been called on to develop and present advanced specialized courses of instruction directed toward improving the professional competence of experienced operational personnel.

Prior to mid 1949, the training organization served only the Office of Special Operations. Its mission then was to train the covert intelligence officer in preparation for espionage and counter-espionage operations. To a great extent, the instructor staff was provided by CSO and the substantive material presented in the courses was based upon the operational field experiences of the personnel engaged in teaching. During this period, classes seldom exceeded fifteen students, and there was ample opportunity for student-instructor conferences and careful student evaluation.

With the advent of the Office of Policy Coordination, the training organization was faced with an entirely new series of training problems. The Training Division, as it was then designated, was organizationally responsible to the Assistant Directors of both covert offices. This relationship resulted in complicated problems of personnel management, acquisition of additional instructor personnel, varying interests with regard to training content, and allocation of student quotas.

Requirements for additional training facilities developed, as the training loads increased and the training program widened. The covert programs of the Office of Policy Coordination, varying in many respects from those of the Office of Special Operations, imposed additional requirements on the training organization, with regard to the ascertainment of sound doctrine and principle in connection

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with these programs, before the development of course material could be undertaken.

It became apparent that the employees of OPC required field training as well as classroom instruction. This problem was initially met through arrangements with the Department of Defense for joint use of field facilities, but for reasons of security, affecting both the trainee and the course content, it later became necessary to establish an agency-controlled training site for the conduct of field instruction.

Within the past two years, both the covert offices have developed plans involving a major expansion in their program for recruitment of personnel. This factor has been reflected by a major increase in their requirements to O/TR(S) for basic instruction in the fields of intelligence techniques, clandestine operational tradecraft, administrative support to clandestine operations and headquarters and field activities. The training organization has had to meet this increased demand for basic instruction, while attempting to augment the instructor staff and, at the same time, prepare for the impending shift in emphasis in requirements from basic to advanced and specialized instruction. The latter will follow as the needs of the covert offices for new personnel diminish and the re-training and specialized training of operationally-experienced personnel returning from the field develops. Furthermore, the merger of OSO and OPC has created a need for training many of the personnel of each of these offices in the activities of the other office.

The organizational structure and the programs of instruction conducted by the training organization are directly related to and influenced by the type of cover utilized by the covert offices in their field programs. The use of both official and unofficial cover, with the trend gradually shifting to the latter, has served as a basis for careful compartmentation of students and the establishment of degrees of security with respect to course content and training materials used.

The interpolation of covert offices' plans in terms of projected training requirements has served to establish the need for a long-range training development program, involving detailed research by operationally-competent personnel and the authentication of training doctrine in the detailed development of pertinent materials and training aids for use in the advanced and specialized courses. The success of this entire process is contingent upon the availability of professionally-competent operational personnel as well as adequate physical training facilities. At least one year should be allowed for the development of a new course, in order that detailed planning may be accomplished, instructor personnel may be prepared, and the necessary training materials and facilities may be developed.

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This factor established the necessity for close coordination between the planning staffs of the covert offices and training and the establishment of a flexible training organization, capable of adjustment to changing operational conditions, operational plans and requirements, in order that training programs may be developed in time to meet the requirements of the covert offices as they materialize.

Another factor which has influenced the structural organization of training has stemmed from the necessity of employing the cadre system in the assignment of operationally-experienced personnel. Previous clandestine experience is a prerequisite for instructors responsible for presentation of complex operational training material. In view of the limited number of such personnel available to training, it has been necessary to place them organizationally in key positions where their knowledge and experience has served as a guiding influence on both the development and the presentation of courses of instruction.

The training organization has followed the practice of internal rotation of less-experienced instructor personnel, in order that they may receive broader experience in the various fields of training activity and improve their operational competence, prior to rotation into the covert offices.

One year ago, the former Training Division OSO/OPC was elevated to Office status and designated as the Office of Training (Special). This office is under the Director of Training, CIA and is composed of the three staffs and five operating activities described in the following sections.

Plans and Programs Staff

A Plans and Programs Staff is being established to assist the Deputy Director of Training (Special) in the ascertainment of covert office training requirements and the development of plans to meet such requirements.

Training Development Staff

A Training Development Staff is being established as a consolidation of the Doctrine Development Staff and the Research Section of the former Training Materials Staff. It is responsible for the review and authentication of all course materials, in terms of doctrine, and the development of new material suitable for inclusion in new advanced and specialized courses of instruction.

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Assessment and Evaluation Staff

Assessment and Evaluation is being shifted from an operating to a staff activity. It is organized into four branches as follows:

The Assessment Branch is responsible for providing detailed information to the covert offices and to T²(S) regarding personality characteristics and the probable capabilities of prospective employees, as well as of personnel already on duty.

The Evaluation Branch is responsible for staff supervision and guidance in the establishment of methods and standards for evaluating students. This Branch assists in the preparation and authentication of objective tests, arranges for psychological assistance in connection with student problems, and serves as the channel to the covert offices in rendering appraisals of students' performance as prepared by the various training divisions.

The Research and Validation Branch, in coordination with the covert offices, conducts field observation of personnel to determine the effectiveness of the assessments made by the Assessment Branch and the student evaluations submitted by the training divisions during the training period. This Branch also conducts periodic reviews of the methods and techniques employed by other branches of the Assessment and Evaluation Staff with a view to improving the effectiveness of these programs.

The Special Training Branch conducts polygraph training for all agency personnel, including those serving the Inspection and Security Office.

Basic Training Division

The Basic Training Division is at present responsible for the conduct of six courses of instruction presented on regular schedules for American staff and administrative personnel in the Washington area. These courses have been conducted by the former Staff Training Division.

Advanced Training Division

The Advanced Training Division is at present responsible for the conduct of six courses of instruction, and has under development eight additional courses. The objectives of each of the advanced and specialized courses presented by this division are to improve the professional competence of the staff and operations officers employed by the covert offices. This division has been functionally organized into four branches:

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